Sustainable System Planning

SSVF Fall 2016

Regional Meeting

Common Goals of Any System

- All Veterans are identified and engaged
- Shelter is immediately available for Veterans who want and need it
- Community offers permanent housing linkages immediately
- TH is used in limited circumstances and based on Veteran choice
- Housing interventions are coordinated, prioritized and readily available
- Those at-risk or newly becoming homeless are diverted or prevented from becoming literally homeless

What does sustainability mean?

- Community has clear, measurable goals (short and long term)
- Core leadership team is transparent and accountable to progress over time
- Community has clear milestones and timelines for re-assessing system performance
- Policies/Procedures are written down, public and responsive to changing conditions and needs
- Community relies on transferable, clear operational protocol not reliant on single person or funding stream
- Local “Champions” focus on constant improvement
- No “once and for all” – community “continually ends homelessness among Veterans” and plans as such

Four Keys to Building Sustainable Systems

1. Veteran Core Leadership Team
2. Annual Demand and Resource Analysis
3. Action Oriented Community Plan(ning)
4. System-Wide Strategies

Effective Core Leadership Team

- Meet regularly (e.g., monthly)
- Effective team leadership and management
- Review and use data to drive decisions
- Focused on establishing and achieving community plan/goals
- Include ‘champions’ to drive the work
- Inclusive and diverse stakeholder representation
  - CoC
  - VAMC, NHC
  - Providers – Veteran and non-Veteran specific
  - Consumers
  - Funders (Private and Public)
  - Community partners
- Connected to CoC governing body and other planning networks

Group Discussion

- What has your local community done to develop an effective Core Leadership Team?
- Tell us about SSVF's role in your community – are you part of the Core Leadership Team?
- What are some of the challenges in bringing the right folks, to the right table, at the right time?

Effective Resource/Demand Analysis

- Use current annual data where possible, supplemented when needed with estimates for geography or programs for which data is lacking
- Use Housing Inventory Count (HIC) and other VA/non-VA data on existing outreach/shelter/housing assistance
- Include all types of homeless assistance, estimates for each type and combinations of assistance (e.g., how many Veterans will need GPD and RRH to be successfully/quickly re-housed?)

Effective Resource/Demand Analysis (cont.)

- Update annually or as changes become apparent
- Used to support annual review and planning for SSVF resources allocation and designation of HP Threshold Score
- Use to inform community planning decisions

Be on the lookout: New VA Gaps Analysis Tools, including companion SSVF Demand Analysis and Allocation Tool

Group Discussion

- How does your community use data to inform project level (SSVF) and system (CoC) planning?
- What challenges exist in making data-informed decisions?
- Have you done anything innovative or creative with your data to help inform system planning?

Examples of System-Wide Strategies

- **Coordinated entry and linkages to Veteran work**
- **Sufficient and immediate access to shelter for all Veterans**
- **Master list and case conferencing development, maintenance and ongoing quality control**
- **Scaling up rapid re-housing and other housing interventions and options, including non-VA housing**

Examples of System-Wide Strategies (cont.)

- Housing First implementation (system and program-level)
- GPD and TH inventory adjustments/ modernization
- Targeting homelessness prevention assistance
- Focused diversion efforts at front door
- Partnerships inclusive of non-housing community service partners, including healthcare, income and other supports

Group Discussion

- Are there other system strategies that your community has implemented that work well?
- Of those outlined here, are any posing particular challenges in your community?
- Any innovative approaches or other solutions from the group?

Sample Flow Map

Community Focus

HOUSING CRISIS
HP/Diversion
Time
Housing Loss
System ID
Admission: Emergency Services
Housing Linkage
Housing Placement
Process Steps
Consumer Friendly? Efficient?
What could be improved?
Homelessness Resolved

Veterans flow
Light touch (serv. only) or SRVS financial assist
HVRP for empl. and reintegration
1. Call-in
Non-VA eligible
VA eligible
1. Maryhaven Outreach (HMIS enroll.)
1. VA Outreach (HMIS by VOAGO)
1. SSVF Outreach (HMIS)
1. Maryhaven EC (HMIS)
7. SSVF Prevention
Diversion ONLY
2. HandsOn Homeless Hotline Verifies VA eligibility
Same day referral for all
5. SSVF RRH (HMIS enroll.)
6. Motel
No shelter, GPD or Overflow available and SSVF eligible
6. LSS Overflow Beds
No shelter or GPD bed available
4. VA Shelter Beds
4. Regular Shelter Beds
24-48h engagement
Prioritized for 1st available VA shelter or GPD bed
Client accepts, eligible and capacity
24-48h engagement
Non-SSVF eligible individuals
Service intensive
Housing Focused
Housing by GPD
Non- SSVF eligible
3. GPD VOA Beds
GPD as bridge housing, if elig. and client choice
SSVF eligible
5. Navigator
SSVF hand-over for Non-SSVF eligible individuals
If PSH elig.
9. General PSH
If non-VASH elig, OR priority and no VASH avail.
8. USHS
Housing w. financial assist
If VASH elig, on BNL and VASH avail.
9. VASH
If PSH elig, and no VASH
If VASH elig, on BNL and VASH avail.

Sample Flow Map

SSVF Focus

Day 1

1 Week

CRISIS

- *Outreach – how do we get this process down to one week?*

CES: Common Assessment Linkage

1ST CONTACT

1 Week

- *Needs Assessed*
- *SSVF Eligibility Determined*
- *Initial Housing Plan (Short-Term)*
  - *Based upon immediately available resources and permanent housing options*
- *Referral to Survival Resources*
  - *Food/Shelter/Crisis Response*
- *Collect Documentation*
- *Follow Up w/ Survival Referrals*
- *Assess for Additional Resources & Housing Options*

TO SPEED UP ENROLLMENT:
E-benefits
CES eligibility checkers
Federal Bldg
SS# expanded receipt

When enrolled, enter the housing match into the **CES** system.

Day 14

SSVF CERTIFICATION

1 Week

- *30 Day Housing Plan*
  - *Based upon identified resources*
  - *Modified continually as other resources are identified*

Day 14-30

Landlord Engagement

- *Outreach, Identify, Commit*

Supportive Svc Connections:

- *VA Benefits*
- *Public Benefits*
- *Financial Management*
- *Income*
- *F/U on Other resources*

Day 30

HOUSING
PLACEMENT

When placed into housing indicate in **CES**

- *Home Visit*
- *Retention Planning*
- *Landlord Engagement incl F/U visits (hand deliver checks?)*
- *Continue Connection to Supportive Services*
- ***Modify Housing Plan as Needed***

Reassessment/Recertification

- *F/U with referrals*
- *Reassess Eligibility*

Reassessment

If not stable, reassess needs, rework the plan and …

RECERT

How confirm that benefits have been successful?

- "But for"
- Support network in place---necessary linkages?-confirm these
- Case notes identify that all linkages are done
- Check goals in stability plan

IF GOOD: THEN EXIT-then

- Landlord final visits and emergency contacts as well letter
- Phone number to call when in trouble

EXIT

90 + Days

Group Discussion

- Does your community use system or project mapping to identify gaps and opportunities?
- What have you learned from your community's system-level mapping process?
- If you have not gone through these types of exercises, how do you go about identifying key gaps or bottlenecks in your system?

10 Minute Break

Community Planning Activity Session

Why does a Community Plan matter?

- Articulates what the system aspires to achieve, including measureable goals, strategies, and actions
- Creates a written agreement among key system partners
- Guides resource allocation, resource development, policy advocacy, and operational decisions

Why does a Community Plan matter? (cont.)

- Supports partnership development and promotes service integration across systems
- Helps communicate to partners and the broader community what an optimized system that effectively and continually prevents and ends homelessness looks like
- Creates accountability and shared expectations

Effective Community Plan

- Includes: Ownership, Vision, System Goals, Strategies, Action Steps, Responsibilities, and Timeframes (including re-review and refresh)
- Approved by Veterans Core Leadership Team AND CoC governing body
- Supported by local VA and other key stakeholders
- Publicly available

Effective Community Plan (cont.)

- Routine progress reports
- Periodic (e.g., annual) updates informed by updated demand/resource analysis

Note: The SSVF Community Plan summaries are just that - summaries. The surveys are not mean to be your actual Community Plan.

Instructions

- Review **Community Spotlight Scenario** (based on SSVF June 2016 Community Plan Summary Submissions)

- Using the provided **Action/Goals Template**, select 1-3 goals to work on as a part of a community plan for your community. Be sure to get to **strategies, action steps, timeframes & responsible parties** for each goal.

  – Use the "Sustainability Point" line to identify a strategy for sustaining these strategies/goals in perpetuity. How can the community ensure this progress continues?
  – Focus planning on 1-6 month timeframe
  – Where information missing, make it up
  – Please Write Legibly – these will be collected and reviewed by your peers!

- **Immediate Action Steps:** Using the **post-its**, write down three specific action steps your group thinks the community could take immediately. Use a different post-it for each Action Step.

Large Group Discussion

- **Quickly** describe your community scenario, including any challenges **AND** strengths easily identified. Note any assumptions you made to round out your discussion

- **Briefly** describe the overall focus of your planning discussion

- Provide three **specific,** immediate action steps your group recommends for this community and the reason those steps are critical and time sensitive. Also note any sustainability points you came up with.

Find the Gems

- Using the stickers provided, review the various strategies, actions steps and sustainability points for each of the five goals on the wall. Use one sticker per goal to identify the strategy or idea that stands out to you the most.

- Using the marker provided, put a STAR next to any action steps you think your local community could take immediately based on your local planning efforts.

RECAP

- What action items seem transferable to your local community's current planning and implementation process?
- Review the rest of the day